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AEAE0 (600-20a) 5 August 1998

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR Consideration of Others Program

This memorandum expires 1 year from date of publication.

1. The USAREUR Consideration of Others Program ([encl 1](#)) will be conducted to meet the intent of memorandum, HQ USAREUR/7A, AEAE0, 1 February 1998, subject: Leadership and Force Readiness ([encl 2](#)).
2. The Consideration of Others Program is designed to enhance unit cohesion and promote a positive command climate by helping commanders develop competent and caring leaders, soldiers, and civilian employees. This program is our primary training mechanism for developing high-performance organizations.
3. The success of the Consideration of Others Program depends on leadership commitment and command involvement at every level. Leaders will thoroughly assess their subordinate leaders for key competencies and develop training programs that address needs. During their quarterly training briefings, brigade commanders and below will report the--
 - a. Status of their company and detachment climate assessments.
 - b. Number of equal opportunity (EO) advisers and EO leaders authorized and on hand.
 - c. Percentage of their EO advisers and EO leaders who have received formal training.
 - d. Overall status of their Consideration of Others program.
4. During their command training briefings to me, USAREUR commanders will report the training goals of their Consideration of Others programs and their assessment of human-relations issues and trends.

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DISTRIBUTION:

Cmd-level A ([USAREUR Pam 25-31](#))

USAREUR CONSIDERATION OF OTHERS PROGRAM

1. PURPOSE

a. Consideration of Others is an essential part of the warrior ethic. As leaders, we have an obligation and responsibility to develop and foster positive command climates in our units. We do this by widening our understanding and tolerance of the beliefs and feelings of other individuals. This is accomplished by ensuring open, small-group dialogue between coworkers and subordinates.

b. A successful melding of Consideration of Others into our leadership philosophy builds tight, cohesive teams and units. At the same time, it eliminates harassment and discrimination and develops a climate in which people treat one another with dignity and respect. The linchpin in making this a successful program is the personal ownership and involvement of key leaders. Leaders should include Consideration of Others as one of their core training programs.

2. INTENT

a. USAREUR maintains aggressive human-relations, leadership, and positive command-climate training programs. Many USAREUR programs and initiatives implemented over the past year are incorporated in the unit and training structure. These programs and initiatives continue to be effective. The USAREUR Consideration of Others Program consolidates previous programs and related training requirements.

b. The intent of the USAREUR Consideration of Others Program is to raise individual awareness of leadership and human-relations issues that affect unit cohesion. Topics that the commander determines meet this intent can be incorporated into the unit's Consideration of Others program. AR 350-1 and AR 600-20 mandate specific annual training requirements, including leadership and other human-relations-related training. Units can meet these training requirements by including them in their Consideration of Others programs.

3. HUMAN-RELATIONS TRAINING

a. Human relations is a leadership and force-readiness issue. The readiness of our units and quality of our communities depend on a positive human-relations climate--one that allows soldiers, civilians, and family members to be a part of our winning team.

b. Human-relations training consists of instruction on a wide variety of topics to teach the skills necessary to develop and maintain high-performance, cohesive teams, units, and communities. The Army defines human-relations training as that covering suicide prevention, alcohol and drug abuse, standards of conduct, homosexual policy, fraternization, rape prevention, sexual misconduct, prevention of sexual harassment, equal opportunity (EO), extremism, and religious accommodation. The revised AR 350-1 will provide a list of required human-relations-training topics.

4. RESPONSIBILITIES

a. The Deputy Chief of Staff, Personnel, USAREUR, will--

(1) Help USAREUR commanders train senior leaders by using Defense Equal Opportunity Management Institute (DEOMI) mobile training teams, civilian contractors, USAREUR and HQDA leader development and human-relations training courses, and other training aids.

(2) Help commanders obtain training material and information to implement their training programs.

(3) Develop minimum-selection standards for unit discussion-technique trainers (DTTs).

b. The Commander, Seventh Army Training Center (7ATC), will--

(1) Provide a standard, theater program of instruction (POI) for teaching small-group-discussion techniques.

(2) Identify resources to use in training DTTs in discussion techniques and be able to train DTTs by October 1998.

(3) Provide DTT training quotas to USAREUR commands and HQ USAREUR/7A staff offices.

(4) Conduct DTT training annually to train and certify 100 to 150 DTTs. These DTTs will train middle leaders on small-group-discussion techniques.

(5) Provide DTT training graduates with an approved POI on small-group-discussion technique training for unit training programs.

c. USAREUR commanders, senior staff directors, and senior civilian leaders will--

(1) Develop a strong human-relations policy in their organizations.

(2) Ensure officers, soldiers, and civilians receive the required training and meet USAREUR Consideration of Others Program elements.

(3) Identify experienced personnel to receive DTT training. [Figure 1](#) provides DTT selection criteria. After training, these individuals will return to their units and train "middle leaders" ([para 5b](#)) on small-group-discussion techniques using the 7ATC POI. Internal and technical-chain staff experts should receive training in small-group-discussion techniques to assist subordinate-unit commanders with technical expertise in implementing the unit Consideration of Others program.

(4) Ensure company and detachment commanders administer the revised USAREUR Equal Opportunity Climate Assessment Survey (EOCAS) and DA Command Climate Survey within the required timelines. Reporting requirements will be included in quarterly training briefings (QTBs).

(5) Incorporate USAREUR Consideration of Others Program training requirements into their quarterly training guidance and monitor subordinate unit compliance during QTBs.

(6) Report Consideration of Others training goals in their training briefing to the Commanding General, USAREUR/7A (CG, USAREUR/7A).

Selecting Unit DTTs

Individuals selected to be unit DTTs should be experienced, technically proficient, and meet the following requirements:

» Be in the rank or grade of at least a staff sergeant, GS-9, or C-7.

» Have excellent skills for training, oral communication, and discussion leading.

» Be experienced and skilled in presenting complex or controversial ideas, dealing with conflicting opinions, and tailoring course content to different audiences.

» Possess good listening and feedback skills as demonstrated by coaching and counseling experience or past experience as a group facilitator.

» Have at least 15 months' retainability in the unit on completion of training.

NOTES: 1. Commanders should carefully screen their candidates to select the most qualified individual to serve as the unit DTT. Commanders are encouraged to consider designating an experienced, technical-staff expert to receive the DTT training.

(a) Staff experts can provide additional expertise in teaching Consideration of Others topics (for example, leadership and human relations). The unit EO or equal employment opportunity (EEO) adviser, chaplain, inspector general, judge advocate, or other quality trainers may be best suited to be the unit DTT.

(b) While a specific staff expert may seem to be the logical choice to be the unit DTT, this is not always the case. Other resources available to meet this need include Exceptional Family Member Program staff counselors, Army Family Teambuilding facilitators, Army Community Service counselors, education counselors, university professors, instructors, and others.

2. The need for a unit DTT will be a recurring requirement. Commanders are responsible for maintaining a sufficient DTT pool in their organization. The Commander, 7ATC, will conduct a DTT training course annually to help units maintain DTTs.

Figure 1. DTT Selection Criteria

5. TRAINING REQUIREMENTS

The USAREUR Consideration of Others Program will have three levels of training. Commanders are responsible for establishing sufficient mechanisms to ensure that officers, noncommissioned officers (NCOs), soldiers, and civilians attend the required training.

NOTE: USAREUR coordinates and conducts several courses that develop expertise in leadership and human-relations issues ([fig 2](#)). Commanders are encouraged to use graduates of these courses when assessing their organizations and developing their Consideration of Others programs.

<p style="text-align: center;">Leadership, Education, and Development (LEAD) (40-hour course)</p> <p>Required for all new supervisors of appropriated fund civilians. Covers roles and responsibilities of supervisors, motivation and communication, counseling skills, conflict management, group development and team building, problem solving, decision making, values, and ethics. Point of contact: USAREUR Civilian Personnel Operations Center, Human Resources Development Division, DSN 375-9779, e-mail hrd.inq@cpoc.hqusareur.army.mil.</p>
<p style="text-align: center;">Organization Leadership for Executives (OLE) (80-hour course)</p> <p>Designed for civilian supervisors of supervisors and program managers, GS-12 and above. Covers organizations as systems, organizational processes, diagnosing organizations and organizational climate, influential communications, team development and team building, organizational purpose and vision, strategic planning, and change. Point of contact: USAREUR Civilian Personnel Operations Center, Human Resources Development Division, DSN 375-9779, e-mail hrd.inq@cpoc.hqusareur.army.mil.</p>
<p style="text-align: center;">Supervision and Group Performance (40-hour course)</p> <p>Designed for first-level, civilian supervisors who have completed the LEAD or Supervising Civilians in USAREUR course, usually in the grades of GS-5 to GS-12. Covers leadership and group development, managing diversity and team communication, conflict and collaboration, decision making, problem solving, fostering change, team building, and action planning. Point of contact: USAREUR Civilian Personnel Operations Center, Human Resources Development Division, DSN 375-9779, e-mail hrd.inq@cpoc.hqusareur.army.mil.</p>
<p style="text-align: center;">Roles of Supervisors and Managers in EEO (16-hour course)</p> <p>Designed for military and civilian supervisors. Covers understanding discrimination and managing diversity; EEO laws, regulations, and policies; sexual harassment; EEO responsibilities of managers; procedures for processing complaints; and safeguarding against discrimination complaints. Point of contact: USAREUR Civilian Personnel Operations Center, Human Resources Development Division, DSN 375-9779, e-mail hrd.inq@cpoc.hqusareur.army.mil.</p>
<p style="text-align: center;">Supervising Civilians in USAREUR (SCU) (40-hour course)</p> <p>Optional for new first-line supervisors of civilians. Covers leadership, values, ethics, the merit system, situational leadership, employee development, team building and group development, diversity and EEO, conflict in the workplace, performance management, and discipline and poor performance. Point of contact: USAREUR Civilian Personnel Operations Center, Human Resources Development Division, DSN 375-9779, e-mail hrd.inq@cpoc.hqusareur.army.mil.</p>
<p style="text-align: center;">Senior Enlisted EO Workshop (SEEOW) (40-hour course)</p> <p>Conducted at Patrick Air Force Base, Florida. Covers a variety of human relations and EO topics, including socialization, perceptions, power, institutional discrimination, system versus victim focus, sexism, sexual harassment, extremism, religious accommodation, affirmative action, and concepts of culture. Restricted to</p>

command sergeants major. Point of contact: USAREUR Equal Opportunity Office, DSN 370-8337, e-mail crosierl@hq.hqusareur.army.mil .
DEOMI Mobile Training Team (16-hour course)
Covers a variety of human-relations and EO topics. Designed for senior captains, majors, lieutenant colonels, soldiers in the ranks of sergeants first class to command sergeants major, and civilians GS-9 and above. Limited to 50 personnel per class. Conducted in various locations throughout USAREUR twice a year. Point of contact: USAREUR EO Office, DSN 370-8447, e-mail powersd@hq.hqusareur.army.mil .
Company Commander/First Sergeant Course (80-hour course)
Required within 90 days before assuming duties for new company commanders and first sergeants. Covers a variety of leadership topics and issues. Training slots coordinated and provided through unit S-3 or G-3. Course is coordinated and conducted by 7ATC. Point of contact: SFC Williams, 476-2616/2892.
Equal Opportunity Leader Course (80-hour course)
Designed for unit EO leaders at battalion and company level. Attendees must be staff sergeants or above. Covers a wide variety of EO and leadership topics. Provides the soldier with the expertise to conduct EO and human-relations training and to advise the commander on EO issues. Training slots are coordinated through the unit S-3 or G-3. Course is coordinated and conducted by 7ATC. Point of contact: Mr. Bloch, DSN 476-6365/2153, e-mail blochh@catc.7atc.army.mil .
NOTE: Civilian contractors (for example, Menninger Institute) also provide leadership and human-relations training. Courses differ in content and can usually be modified to meet unit needs. These courses are coordinated, scheduled, and funded by the unit desiring the training.

Figure 2. Training Courses

a. Senior-Leader Training. Commanders will annually assess the human-relations needs of their field-grade officers, NCOs in the ranks of master sergeant (MSG) through command sergeant major (CSM), and civilians in the grades of GS-12 through GS-15 or equivalent (second-level supervisors). The goal of senior-leader training is to raise awareness of human-relations trends and issues affecting unit cohesion and to provide the tools necessary to develop positive command climates and high-performance teams. Commanders will determine the appropriate amount of time necessary to meet these key competencies ([fig 3](#)).

- (1) The CG, USAREUR/7A, will train senior leaders, normally during senior-leader conferences.
- (2) Commanders of USAREUR commands ([USAREUR Reg 10-5, app B](#)) and senior civilian leaders will train brigade commanders, CSMs, and appropriate civilian leaders.
- (3) Brigade and battalion commanders will train field-grade officers, NCOs in the ranks of MSG through CSM, and appropriate civilians in their organization.

Required Key Competencies for Senior Leaders*	
Army values	Systems integration
Systemic approaches to--	Integrating organizational values
Team building	Leadership
Cohesive units	Standards
Mentoring and counseling	Managing diversity
Effective communication	Organizational assessment
Human dynamics	Ethics
Dealing with cognitive complexity	Intellectual flexibility
Tolerance of ambiguity	Self-awareness

Required Key Competencies for Middle Leaders*	
Army values	Mentoring and counseling
Approaches to--	Small-group-development theory
Team building	Small-group-discussion techniques
Developing small, cohesive units and organizations	Organizational-assessment techniques
Mentoring and counseling	
Listening and feedback	American military heritage
Communicating across differences	Quality individual leadership
Equal opportunity	Gender issues
Establishing high individual and organizational standards	Family concerns
Ethical development--individual and organizational	Health, safety, and drug and alcohol abuse
	Self-awareness
*This list is not complete and may be modified to meet unit needs.	

Figure 3. Key Competencies

b. Middle-Leader Training. Commanders will annually assess their company-grade officers, NCOs in the ranks of sergeant through sergeant first class, and civilians in the grades of GS-9 through GS-11 (first-level supervisors) for key, essential leadership and human-relations skills. The goal of middle-leader training is to give leaders an understanding of leadership and human-relations issues and provide them the knowledge and small-group-discussion skills needed for conducting core training for their units. Commanders will determine and dedicate the appropriate amount of time necessary to meet these key competencies.

(1) Brigade and battalion commanders and staff chiefs will train middle leaders.

(2) Commanders should use the list of key competencies ([fig 3](#)) to assess middle leaders. Commanders may use the ODCSPER Homepage ([para 6](#)), the core training topics listed in [figure 4](#) (including DA's eight focus areas), and available training resources ([fig 5](#)) to conduct their programs. Training may be modified to meet individual unit needs.

(3) DTTs trained at the 7ATC DTT Course will train middle leaders on small-group-discussion techniques. These middle leaders will conduct core training ([c below](#)).

Eight DA Focus Areas	
Ethical development--individual and organizational	Team building
American military heritage	Family concerns
Quality individual leadership	Equal opportunity
Health, safety, and drug and alcohol abuse	Gender issues
Other Leadership Topic Areas*	
Leadership challenges	Interpersonal interaction
Unit heritage	Dignity and respect
Sexism, racism, extremism	Conflict management and resolution
Power and discrimination	Affirmative action
Sexual-harassment prevention	Women in the military
Culture	Socialization
Religious accommodation	Establishing a positive command climate
Negotiation and mediation	System versus victim focus
Rape awareness and date rape	Prejudice
Homosexual conduct	Fraternization: Senior/subordinate relationships
*This list is not complete and may be modified to meet unit needs.	

Figure 4. Core Training Topics

Videos Available From Training and Audiovisual Support Centers (TASCs) (see note)	
Living Army Values	pin #710902
Prevention of Sexual Harassment, Army	pin #710876 (with training slides and lesson plan)
Rape Awareness	pin #A0954-95-003
Sexual Harassment - Supervisory Counseling Skills	pin #043034-VT
Sexual Harassment Coping Skills	pin #082939-VT
Recognizing Sexual Stereotypes	pin #082940-VT
Prevention of Sexual Harassment	pin #504375-VT
Sexual Harassment: Is It or Isn't It?	pin #705306-VT
Bill of Rights in Action	TASC pin #010773-MP and pin #023181-MP
The Mexican-American Speaks: Heritage in Bronze	pin #020099-MP
African Americans in World War II: A Legacy of Patriotism & Valor	pin #504607
Games	pin #023191-MP
Keeping It All Together	pin #027270-MP
One by One	pin #046035-MP
Equal Opportunity in Transition	pin #069148-VT
Equal Employment Opportunity	pin #022826-VT
Other Videos (see note)	
Power Dead Even Rule (male/female interaction)	Available at most chaplain and EO offices
World at War - Genocide (Holocaust)	Available at the U.S. Army library in Mannheim and Wiesbaden
The Eye of the Storm (prejudice, human values)	Available from the Center for Humanities, Box 1000, Mount Kisco, New York 10549-0010
Training Exercises and Kits (see note)	
Star Power Exercise (power)	Available from Simulation Training Systems, Box 910, Del Mar, California 92014
Drawbridge Exercise (system-victim focus).	
BaFa BaFa (culture)	Available from Simulation Training Systems, Box 910, Del Mar, California 92014
What is No?: Sexual Harassment	Available from Simulation Training Systems, Box 910, Del Mar, California 92014
Structured Experience Kit (various topics)	Available from University Associates, Inc., 3505 N Campbell Ave, Suite 505, Tucson, AZ 85719 ((520) 322-6700)
Abilene Paradox (conflict management)	
Diversity Tool Kit (various topics)	Available from Advanced Research Management Consultants, 1014 S. Second Street, Philadelphia, PA 19147 ((215) 551-3710)
NOTE:. This list is not complete and may be modified to meet unit needs. Many of these items may be borrowed from the Equal Opportunity Office, HQ USAREUR/7A; and from local EO offices. Names of other good training tools can be found at http://www.pafb.af.mil/deomi/mediagui.htm .	

Figure 5. Training Resources

c. Core Training. Company commanders and civilian middle-level managers are responsible for core training. Soldiers and civilians will attend at least 8 hours of training annually (in 2-hour sessions) at section, squad, platoon, or detachment level. This training will be on topics affecting the unit. Training will start with the DA's eight focus areas and should be expanded and modified to meet unit needs. Commanders are encouraged to incorporate the mandatory training requirements from AR 350-1 and AR 600-20 into their core training.

(1) Training will be conducted in small groups (15 to 20 people) to encourage discussion and open dialogue. A unit leader trained in small-group-discussion techniques will lead the training. Training and discussions may be conducted through videos, skits, role-playing exercises, and practical exercises. Military and civilian employees in integrated organizations should conduct this training together to encourage team building.

(2) The ODCSPER Homepage ([para 6](#)) and figures [4](#) and [5](#) provide potential training topics and resource materials to complement those in the draft DA Consideration of Others handbook.

(3) A DTT train-the-trainer course will be established at 7ATC. Commanders will select qualified individuals to attend this course. [Figure 1](#) provides minimum selection criteria for DTTs. After training, these individuals will return to their units and train middle leaders in small-group-discussion techniques using a standard theater POI. The training should ensure that middle leaders are competent in small-group-discussion techniques and can conduct their own small-group discussions.

6. ODCSPER HOMEPAGE

The Equal Opportunity Office, HQ USAREUR/7A, maintains a section on the ODCSPER Homepage at <http://www.per.hqusareur.army.mil> (select "Equal Opportunity" and then "On Line"). This homepage has accessible training presentations, resource lists, policy and information memorandums, and other information and items related to leadership and human relations. Items are updated and added regularly. Information and resources provided include--

- a. Ethnic observances and local activities (the history, themes, dates, and local activities of eight ethnic observances, and links to other webpages covering these areas).
- b. DEOMI videotape guide (at <http://www.pafb.af.mil/deomi/mediagui.htm>; the ODCSPER Homepage provides link) where other training resources are identified.
- c. Issue papers (information papers on key EO and sexual harassment topics of interest to unit leaders).
- d. Equal opportunity adviser (EOA) tips and tools (useful tips and items of interest for EOAs).
- e. EOA information (with items of command interest for EOAs).
- f. Copies of USAREUR command policy letters that have an effect on EO.
- g. EO events and related training courses (schedules of upcoming training events, USAREUR EO training courses, and information on how to request EO training slots).
- h. Copies of EO training briefings (in PowerPoint 4.0) that leaders can download to their computers and change to meet their unit training needs.
- i. Consideration of Others information (direct links to the HQDA and Military District of Washington homepages and the draft DA Consideration of Others handbook; also provides copies of the USAREUR Consideration of Others Program (with slides) and other information useful for establishing unit Consideration of Others programs).
- j. Guest-speaker list (lists of individuals available to be guest speakers for ethnic observances and other events).

7. UNIT ASSESSMENT

Commanders should regularly assess the proficiency of their leaders, the effectiveness of their unit programs and training efforts, and make adjustments accordingly. [Paragraph 9](#) provides tools for unit assessments.

- a. The DA Command Climate Survey and the USAREUR EOCAS are mandatory company-level surveys. The EOCAS is optional at battalion level. The inspector general company command climate survey is an optional survey.

(1) New company commanders will administer the DA Command Climate Survey within 90 days after a change of command and once a year after the initial survey. Company commanders keep the results of these surveys.

(2) The EOCAS will be administered under supervision of the brigade EOA within 90 days after a company change of command and once a year after the initial survey. Commanders may conduct this survey at the same time as the DA Command Climate Survey. The EOCAS will be processed, analyzed, and provided through brigade and battalion commanders to the new company commander with possible areas of concern highlighted for review.

b. During QTBs, commanders will report the completion of the initial DA Command Climate and EOCAS Surveys and the dates the next surveys are scheduled. Both surveys should be administered within 30 days after a change of command to provide the new commander enough time to analyze results and develop initiatives to address concerns.

c. New company commanders will develop initiatives, plans, and programs to address areas of concern raised by these surveys. Brigade and battalion commanders will provide guidance, mentoring, and resources to help new company commanders develop these programs.

NOTE: The EOCAS is under revision. On completion, the new version and implementing instructions will be issued by the Deputy Chief of Staff, Personnel, USAREUR, in a separate memorandum. Until then, commanders will use the current EOCAS.

8. BRIDGING STRATEGY

Commanders have already taken initiatives to implement Consideration of Others programs in their organizations. This program provides USAREUR policy and program resources under which USAREUR command programs can flourish. Until the 7ATC DTT course becomes operational, commanders should initiate small-group-discussion initiatives using command-climate trainers or leaders trained during the fiscal year 1997 Gender Relations Campaign Plan or from other resources.

9. ASSESSMENT TOOLS

Commanders above company level can direct that any of the following surveys be made across subordinate units or in specific units where leadership and human-relations information is needed.

a. USAREUR Equal Opportunity Climate Assessment Survey (EOCAS) (proponent: Equal Opportunity Office, HQ USAREUR/7A; and Operations Research and Systems Analysis (ORSA) Office, Office of the Deputy Chief of Staff, Personnel (ODCSPER), HQ USAREUR/7A, 370-7087/8337/6379). This is a mandatory, nonconfidential survey required at company and detachment level within 90 days after a change of command. This survey should be conducted within 30 days after the change of command to allow time for the survey to be processed and analyzed and for the commander to implement unit programs. The brigade EOA supervises the administration of this survey. Results are routed through the brigade EOA to the brigade, battalion, and company commander. The USAREUR EOCAS--

(1) Is optional at battalion level.

(2) Will be reported during QTBs when completed. Commanders will also report during QTBs when the next survey is scheduled.

(3) Will be administered once a year after the initial survey. This annual follow-on survey should be done around the command midpoint (6- to 8-month mark) to give commanders sufficient feedback at a point where they can adjust unit programs.

NOTE: This survey is under revision.

b. DA Command Climate Survey (proponent: Human Resources Division, ODCSPER, HQDA, Stateside DSN 223-8500). This is a mandatory survey conducted and maintained by the commander. An electronic copy of this survey can be downloaded from <http://www-ari.army.mil> (surveys and data). Paper copies can be downloaded at <http://www.odcsper.army.mil> (select "Information Index," "Human Resources," then "Command Climate Survey"). This survey--

(1) Consists of 24 questions on EO and leadership designed to assist the commander in assessing and improving the unit.

(2) Will be reported during QTBs when completed. Commanders will also report during QTBs when

the next survey is scheduled.

c. IG Company-Level Command Climate Survey (proponent: ORSA Office, ODCSPER, HQ USAREUR/7A, 370-7087; and Office of the Inspector General, HQ USAREUR/7A, 370-6221). This is an optional, confidential survey for all unit members that covers leadership, team building, unit cohesion, EO, and sexual harassment.

d. DA Equal Opportunity Command Climate Survey (proponent: Human Resources Division (HRD), ODCSPER, HQDA, Stateside DSN 223-8500). This is an optional, confidential, computerized survey for all unit members to complete at a computer terminal. The survey is directed at EO, sexual harassment, dignity and treatment, extremism, and gang activity.

NOTE: This survey is not yet available.

e. Military Equal Opportunity Climate Survey (MEOCS) (proponent: Dr. Dansby, DEOMI, Stateside DSN 854-2675). This is an optional, confidential, paper-and-pencil survey that concerns the unit EO climate. The commander administers the survey to all personnel and mails it to DEOMI for processing. Results are provided only to the unit commander administering the survey.

f. Unit Risk Inventory Survey (proponent: Dr. McFarling, HRD, ODCSPER, HQDA, Stateside DSN 761-5577). This is an optional, confidential survey designed to support the risk-reduction program. This survey is administered to all members of a unit. Focus is on alcohol and drug use, family violence, suicide, financial problems, crime, and command environment. This survey helps the commander identify areas where risk reduction can promote the healthy functioning of the unit.

g. Ethical Climate Assessment Survey (ECAS). This is an optional, confidential, self-administered survey designed to assist leaders help the ethical climate in their organizations. The survey can be downloaded from <http://www.odcsper.army.mil> (select "Information Index," then "Human Resources"). Leaders themselves answer 25 questions on this survey and then develop action plans as required. Detailed instructions for using ECAS will be included in the updated Field Manual 22-100.

Encl 2, memo, HQ USAREUR/7A, AEAE0, 5 Aug 98

Memorandum, HQ USAREUR/7A, AEAE0, 1 February 1998, subject: Leadership and Force Readiness



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